

“

OUR PROFESSIONALS



07

Our professionals



DECENT WORK AND
ECONOMIC GROWTH



REDUCED
INEQUALITIES



6,374

Average headcount



31%

Women



69%

Men



<=30 **16%**
30-50 **54%**
>=50 **30%**

Age group

Scope of the report

Following the divestments in the dry pasta businesses in France and North America during 2020 and 2021, we have recalculated all the 2020 indicators according to the new Group reporting perimeter, in order to enable a correct comparison of these two years.

Management focus

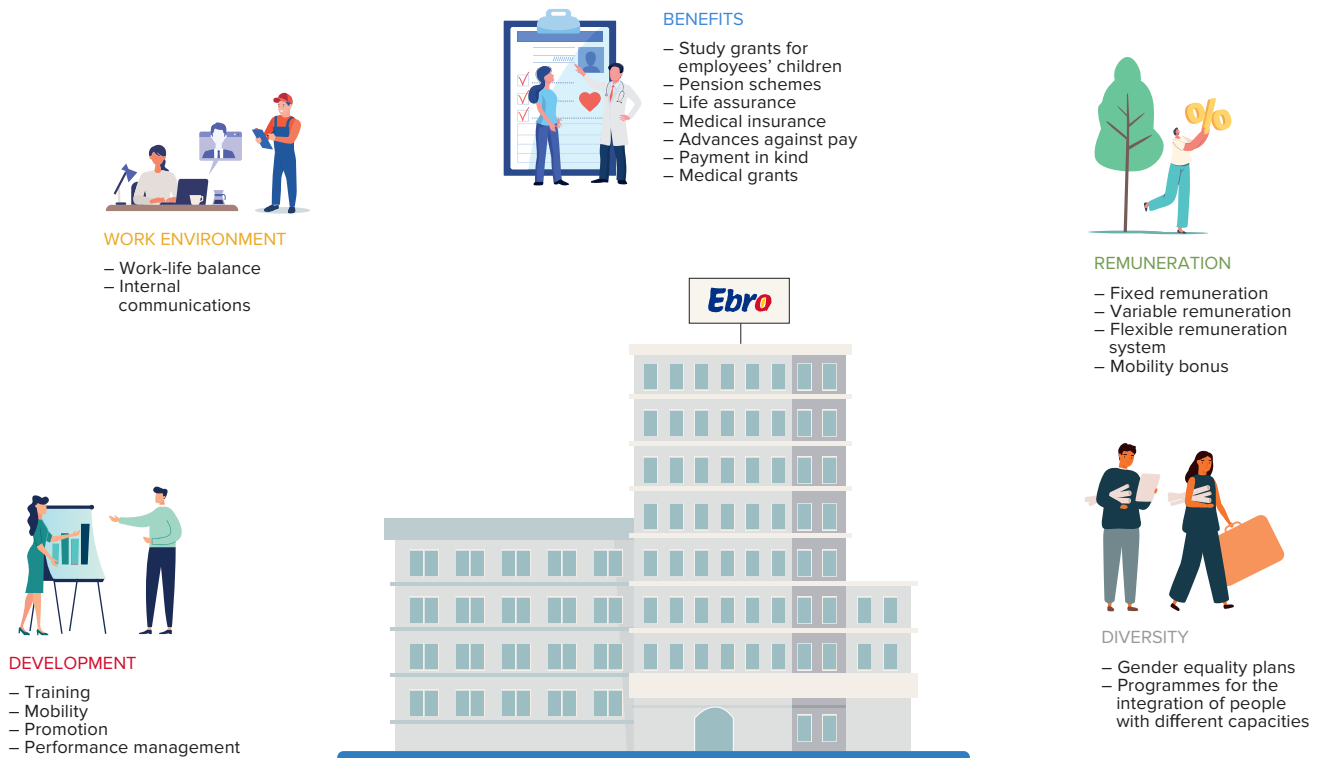
The most valuable asset of the Ebro Group is its **6,374 professionals, of whom 5,306 are employed directly by the company and 1,068 are contracted** through different external agencies. A very close-knit team of professionals with enormous talent potential aligned with the organisation's strategy. Through the human resources departments of the different subsidiaries, the Ebro Group endeavours to motivate these professionals by offering a high quality job while at the same time strengthening their skills, powers and personal and professional leadership.

The Ebro Group's personnel management policy is designed to secure a high level of knowledge and contact with the workforce through a decentralised structure formed by the human resources managers in all the major companies of the Group and the implementation of bespoke policies in each one (in addition to the provisions of labour laws), taking account of the specific features of the countries in which they operate. These policies also include general guidelines regulating company/employee relationships, specific guidelines on Occupational Health & Safety, Training & Education, Diversity and Equal Opportunities and Equal Pay for Men and Women. Companies with a small personnel structure (essentially commercial companies with fewer than 10 employees) are governed exclusively by the labour laws in place in the countries in which they operate.

Above all of them and without prejudice to the provisions of the specific policies mentioned above, the Ebro Group has a Code of Conduct, which not only secures ethical, responsible conduct by the professionals in all the Group companies in the performance of their duties, but also serves as a reference to define the minimum objectives of the employment policy and guarantees, namely:

1. Occupational health and safety
2. Training and career development of all employees
3. Non-discrimination, diversity and equal opportunities in access to employment (including gender equality, the integration of people with different abilities and promotion of a multi-cultural workforce)
4. Right to form and join unions.
5. Compliance with collective rights

In view of the contents of the different programmes launched by the most important business units in the Ebro Group, the management of Human Resources of the Ebro Group can be grouped into five pillars, indicating the different working areas within each one, for each company of the Ebro Group.



During 2021 we continued to focus on protecting our employees' health from the successive waves of COVID, reinforcing all our health and safety protocols, installing protective elements in our workplaces, reorganising shifts in factories to respect the social distancing measures, carrying out virus detection testing and health monitoring, and prioritising home working during the worst phases of the pandemic. Our employees are gradually returning to the office, with all the necessary safety guarantees and different measures to help them balance their work and home life, such as flexible or shorter working hours.

A. Employment



5,306
Employees



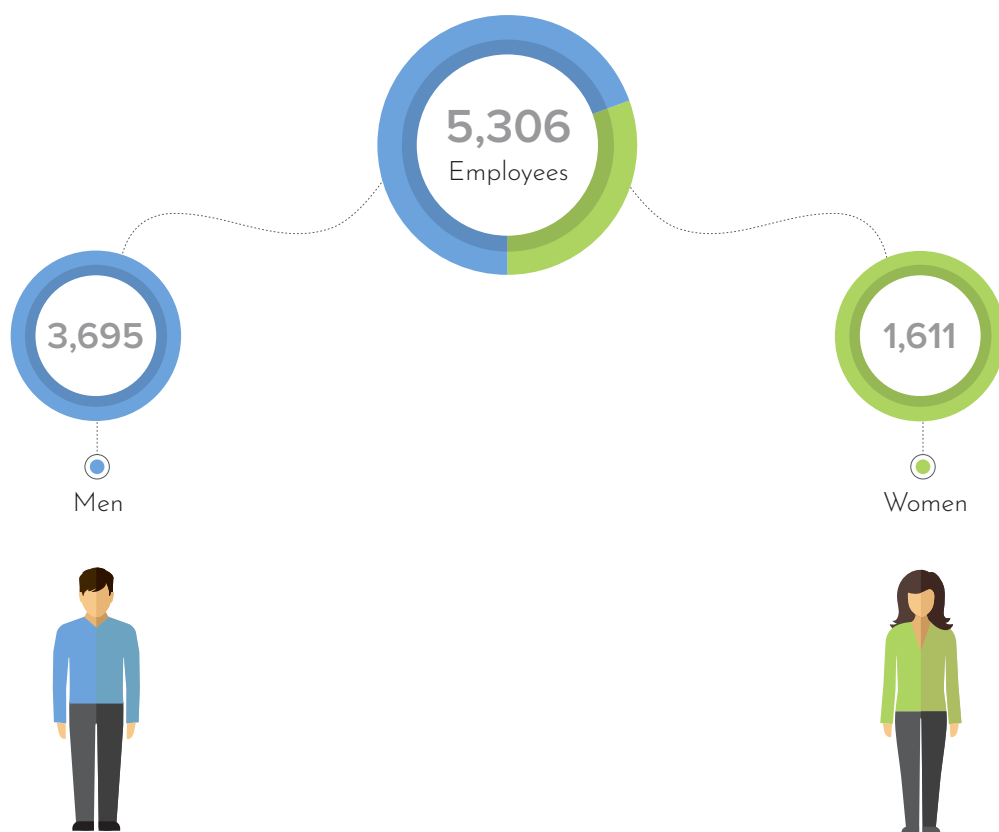
1,060
Supervised workers



8
Independent contractors

DISTRIBUTION OF THE HEADCOUNT BY CONTINENT

CONTINENT	TYPE OF WORKER	2021		2020	
		NO. WORKERS	% OF TOTAL GROUP HEADCOUNT	NO. WORKERS	% OF TOTAL GROUP HEADCOUNT
Africa	Employees	209	3.28%	219	3.37%
	Supervised workers	0	0.00%	0	0.00%
	Independent contractors	0	0.00%	0	0.00%
TOTAL AFRICA		209	3.28%	219	3.37%
Asia	Employees	385	6.04%	388	5.97%
	Supervised workers	238	3.73%	305	4.69%
	Independent contractors	5	0.08%	5	0.08%
TOTAL ASIA		628	9.85%	698	10.74%
Europe	Employees	3,413	53.55%	3,342	51.41%
	Supervised workers	725	11.37%	732	11.26%
	Independent contractors	3	0.05%	5	0.08%
TOTAL EUROPE		4,141	64.97%	4,079	62.74%
North America	Employees	1,142	17.92%	1,137	17.49%
	Supervised workers	97	1.52%	167	2.57%
	Independent contractors	0	0.00%	0	0.00%
TOTAL NORTH AMERICA		1,239	19.44%	1,304	20.06%
South America	Employees	157	2.46%	125	1.92%
	Supervised workers	0	0.00%	76	1.17%
	Independent contractors	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		157	2.46%	201	3.09%
TOTAL HEADCOUNT		6,374		6,501	



93.72% ← Indefinite contracts → 93.05%

21.46% ← % Executives and Middle Management → 23.90%

68.09% ← Training → 71.20%

10.19 ← Seniority (average years) → 9

3.44% ← Staff Turnover → 9.25%

1.87% ← Disability → 2.05%

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER

	2021		2020	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
Men	3,695	69.64%	3,624	69.55%
Women	1,611	30.36%	1,587	30.45%
TOTAL EMPLOYEES	5,306		5,211	

NB: The gap between men and women is largely due to the nature of the Group, which is predominantly factory-based, as factory work has traditionally been done by men. Almost 70% of the personnel employed within the Ebro Group overall are men, 76% of whom are factory employees..

BREAKDOWN OF EMPLOYEES BY AGE GROUP

AGE GROUP	2021		2020	
	NO. EMPLOYEES	% TOTAL EMPLOYEES	NO. EMPLOYEES	% TOTAL EMPLOYEES
<=30	788	14.85%	830	15.93%
30 - 50	2,781	52.41%	2,694	51.70%
>= 50	1,737	32.74%	1,687	32.37%
TOTAL EMPLOYEES	5,306		5,211	

BREAKDOWN OF EMPLOYEES BY AGE GROUP AND GENDER

AGE GROUP	2021				2020			
	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN	MEN	% OF TOTAL MEN	WOMEN	% OF TOTAL WOMEN
<= 30	521	14.10%	267	16.57%	534	14.74%	296	18.65%
30 - 50	1,933	52.31%	848	52.64%	1,881	51.90%	813	51.23%
>= 50	1,241	33.59%	496	30.79%	1,209	33.36%	478	30.12%
TOTAL EMPLOYEES	3,695		1,611		3,624		1,587	

DISTRIBUTION OF EMPLOYEES BY AGE GROUP, GENDER AND CONTINENT

CONTINENT	AGE GROUP	2021			2020		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Africa	<= 30	17	10	27	22	9	31
	30 - 50	109	10	119	111	15	126
	>= 50	60	3	63	59	3	62
TOTAL AFRICA		186	23	209	192	27	219
Asia	<= 30	57	37	94	61	49	110
	30 - 50	204	57	261	202	49	251
	>= 50	27	3	30	24	3	27
TOTAL ASIA		288	97	385	287	101	388
Europe	<= 30	313	175	488	320	184	504
	30 - 50	1,217	577	1,794	1,188	551	1,739
	>= 50	823	308	1,131	803	296	1,099
TOTAL EUROPE		2,353	1,060	3,413	2,311	1,031	3,342
North America	<= 30	103	34	137	104	47	151
	30 - 50	324	181	505	325	179	504
	>= 50	319	181	500	308	174	482
TOTAL NORTH AMERICA		746	396	1,142	737	400	1,137
South America	<= 30	31	11	42	27	7	34
	30 - 50	79	23	102	55	19	74
	>= 50	12	1	13	15	2	17
TOTAL SOUTH AMERICA		122	35	157	97	28	125
TOTAL EMPLOYEES		3,695	1,611	5,306	3,624	1,587	5,211

DISTRIBUTION OF EMPLOYEES BY BUSINESS AREA AND GENDER

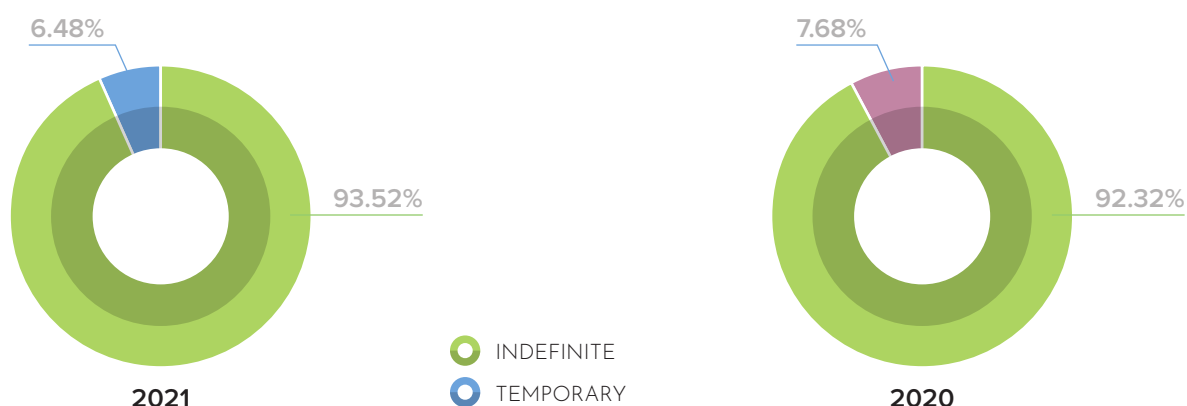
AREA	2021				2020			
	NO. EMPLOYEES		% OF TOTAL BUSINESS AREA		NO. EMPLOYEES		% OF TOTAL BUSINESS AREA	
	MEN	WOMEN	% MEN	% WOMEN	MEN	WOMEN	% MEN	% WOMEN
Rice	2,564	927	73.45%	26.55%	2,568	937	73.27%	26.73%
Pasta	1,071	641	62.56%	37.44%	37	24	60.66%	39.34%
Holding	36	24	60.00%	40.00%	23	12	65.71%	34.29%
Others	24	19	55.81%	44.19%	996	614	61.86%	38.14%
TOTAL EMPLOYEES	3,695	1,611	69.64%	30.36%	3,624	1,587	69.55%	30.45%

DISTRIBUTION OF EMPLOYEES BY TYPE OF CONTRACT

The Ebro Group offers its employees stable, quality employment and a sound, structured, attractive career, with 93.52% of all contracts being permanent (*indefinite and At-Will contracts*).

TYPE OF CONTRACT	2021		2020	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP	NO. EMPLOYEES	% OF TOTAL EMPLOYEES GROUP
Indefinite / Permanent	3,815	71.90%	3,666	70.35%
Fixed-term / Temporary	344	6.48%	400	7.68%
At-Will	1,147	21.62%	1,145	21.97%
TOTAL EMPLOYEES	5,306		5,211	

% employees by type of contract



BREAKDOWN OF TYPE OF CONTRACT BY CONTINENT

CONTINENT	TYPE OF CONTRACT	2021		2020	
		NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT	NO. EMPLOYEES	% OF TOTAL EMPLOYEES CONTINENT
Africa	Indefinite/Permanent	90	43.06%	93	42.47%
	Fixed-term/Temporary	119	56.94%	126	57.53%
	At-Will	0	0.00%	0	0.00%
TOTAL AFRICA		209	3.94%	219	4.20%
Asia	Indefinite/Permanent	385	100.00%	387	99.74%
	Fixed-term/Temporary	0	0.00%	1	0.26%
	At-Will	0	0.00%	0	0.00%
TOTAL ASIA		385	7.26%	388	7.45%
Europe	Indefinite/Permanent	3,211	94.08%	3,072	91.92%
	Fixed-term/Temporary	197	5.77%	262	7.84%
	At-Will	5	0.15%	8	0.24%
TOTAL EUROPE		3,413	64.32%	3,342	64.13%
North America	Indefinite/Permanent	129	82.17%	114	91.20%
	Fixed-term/Temporary	28	17.83%	11	8.80%
	At-Will	0	0.00%	0	0.00%
TOTAL NORTH AMERICA		1,142	21.52%	1,137	21.82%
South America	Indefinite/Permanent	129	82.17%	114	91.20%
	Fixed-term/Temporary	28	17.83%	11	8.80%
	At-Will	0	0.00%	0	0.00%
TOTAL SOUTH AMERICA		157	2.96%	125	2.40%
TOTAL EMPLOYEES		5,306		5,211	

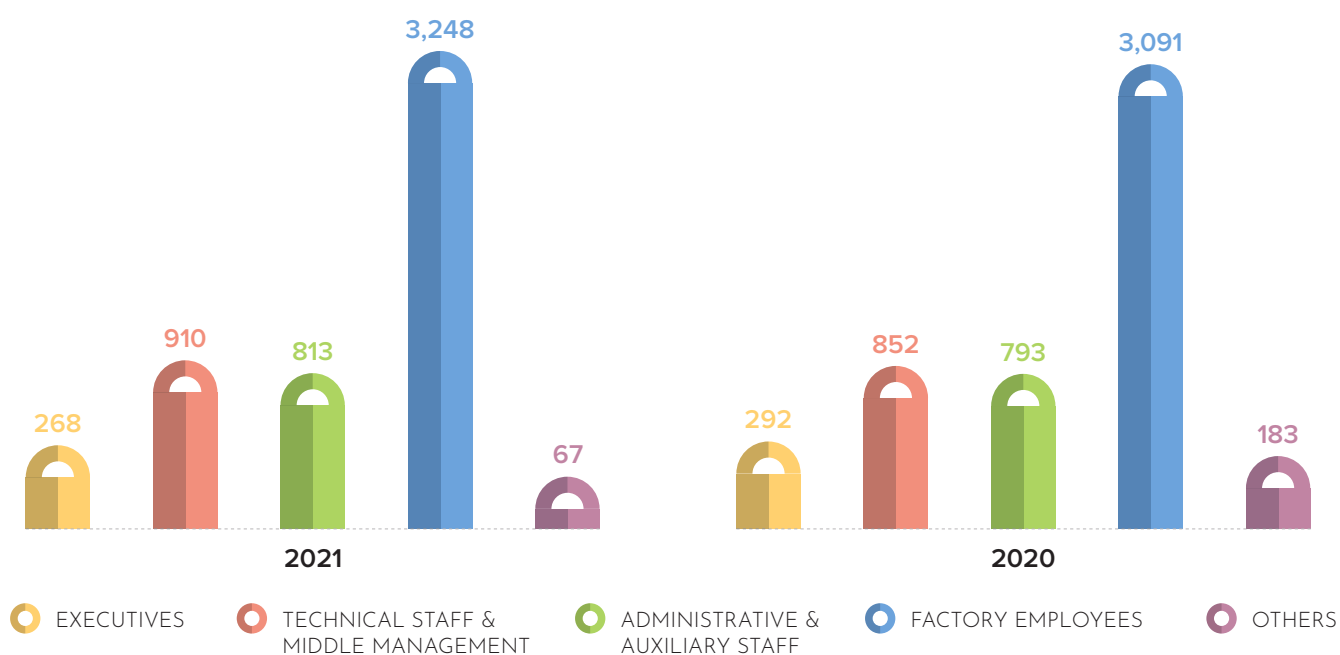
BREAKDOWN OF FORM OF CONTRACT OF EMPLOYEES

FORM OF CONTRACT	2021		2020	
	NO. EMPLOYEES	% OF TOTAL EMPLOYEES	NO. EMPLOYEES	% OF TOTAL EMPLOYEES
Written contracts	3,905	73.60%	3,763	72.21%
Oral contracts	243	4.58%	311	5.97%
At-will contracts	1,158	21.82%	1,137	21.82%
TOTAL EMPLOYEES	5,306		5,211	

BREAKDOWN OF FORM OF CONTRACT FOR PERMANENT EMPLOYEES BY GENDER

FORM OF CONTRACT	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Written contracts	2,513	1,052	3,565	2,513	1,015	3,528
Oral contracts	186	55	241	113	26	139
At-will contracts	750	397	1,147	742	403	1,145
TOTAL EMPLOYEES	3,449	1,504	4,953	3,368	1,444	4,812

Distribution of employees by professional category



DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2021				2020			
	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY	MEN	% MEN / TOTAL CATEGORY	WOMEN	% WOMEN / TOTAL CATEGORY
Executives	196	73.13%	72	26.87%	206	70.55%	86	29.45%
Technical staff & middle management	597	65.60%	313	34.40%	550	64.55%	302	35.45%
Administrative & auxiliary staff	381	46.86%	432	53.14%	370	46.66%	423	53.34%
Factory employees	2,480	76.35%	768	23.65%	2,368	76.61%	723	23.39%
Others	41	61.19%	26	38.81%	130	71.04%	53	28.96%
TOTAL EMPLOYEES	3,695	69.64%	1,611	30.36%	3,624	69.55%	1,587	30.45%

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP

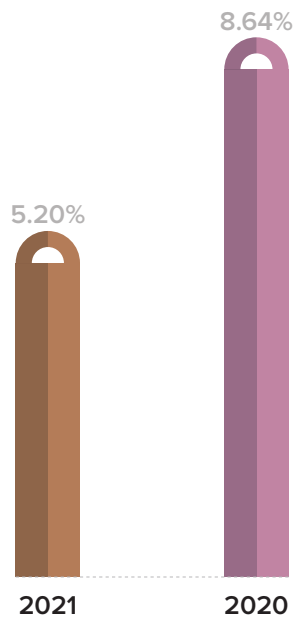
PROFESSIONAL CATEGORY	2021				2020			
	<= 30	30 - 50	>= 50	NO. EMPLOYEES	<= 30	30 - 50	>= 50	NO. EMPLOYEES
Executives	5	147	116	268	7	175	110	292
Technical staff & middle management	100	477	333	910	96	438	318	852
Administrative & auxiliary staff	150	457	206	813	168	419	206	793
Factory employees	526	1,677	1,045	3,248	538	1,577	976	3,091
Others	6	24	37	67	21	85	77	183
TOTAL EMPLOYEES	787	2,782	1,737	5,306	830	2,694	1,687	5,211

EMPLOYEE TURNOVER AND NET JOB CREATION

TYPE OF TURNOVER	NO. EMPLOYEES	
	2021	2020
New hires	1,037	1,030
Resigned	426	310
Dismissed	254	190
Retired	62	64
Permanent disability	15	11
Deceased	19	16

TYPE OF TURNOVER	2021		2020	
	MEN	WOMEN	MEN	WOMEN
New hires	614	423	647	383
Resigned	260	166	204	106
Dismissed	175	79	133	57
Retired	42	20	46	18
Permanent disability	11	4	10	1
Deceased	10	9	9	7

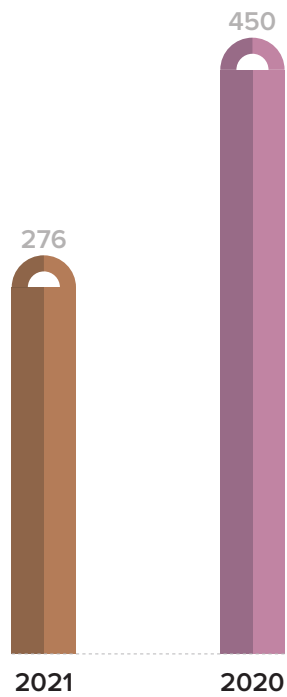
Turnover rate



3.44% ← 2021 → 9.25%

7.04% ← 2020 → 12.29%

Net job creation



127 ← 2021 → 149

255 ← 2020 → 195

NUMBER OF DISMISSALS BY GENDER, AGE AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021							2020						
	MEN			WOMEN			TOTAL	MEN			WOMEN			TOTAL
	<=30	30 - 50	>=50	<=30	30 - 50	>=50		<=30	30 - 50	>=50	<=30	30 - 50	>=50	
Executives	0	2	4	0	0	0	6	0	2	1	1	1	3	8
Technical staff & middle management	4	5	8	2	3	2	24	2	4	7	1	5	2	21
Administrative & auxiliary staff	4	3	2	1	4	2	16	1	6	2	6	3	0	18
Factory employees	43	67	33	20	35	10	208	39	49	20	15	17	3	143
Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EMPLOYEES	51	77	47	23	42	14	254	42	61	30	23	26	8	190

EMPLOYEES PROMOTED DURING THE YEAR, BY GENDER

2021				2020			
INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES		INTERNAL PROMOTIONS		% OF GENDER EMPLOYEES	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
159	75	4.30%	4.66%	164	81	4.53%	5.10%

AVERAGE LENGTH OF SERVICE OF EMPLOYEES, BY CATEGORY AND GENDER

PROFESSIONAL CATEGORY	2021			2020		
	MEN	WOMEN	AVERAGE YEARS	MEN	WOMEN	AVERAGE YEARS
Executives	12.23	11.71	12.09	11.48	11.44	11.47
Technical staff & middle management	12.47	11.21	12.04	12.01	10.06	11.32
Administrative & auxiliary staff	8.01	8.78	8.42	7.68	10.29	9.07
Factory employees	9.78	7.79	9.31	9.48	8.35	9.22
Others	12.85	11.55	12.34	10.12	9.32	9.88
AVERAGE LENGTH OF SERVICE	10.19	8.96	9.82	9.82	9.39	9.69

B. Organisation of work

ORGANISATION OF WORKING TIME

The organisation of working time varies in the different countries in which the Group companies operate. Working hours may thus vary between 35 and 48 hours a week, distributed over 5 or 6 days a week. The total weeks worked a year ranges between 44 and 52, depending on the production facilities.

ABSENTEEISM

The employees of Group companies were absent for a total 419,683 hours in 2021, 4.34% less than in the previous year, when absenteeism totalled 438,729 hours.

These hours of absenteeism include grounds such as injury, occupational disease, sick leave and doctor's appointments, etc. However, they exclude authorised absence such as for parental, holiday or study leave.

WELFARE BENEFITS FOR EMPLOYEES

The following table shows, by company, the benefits provided for employees:

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Agromeruan	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	
Arrozeiras Mundiarroz	Parental leave	All employees
	Disability/invalidity cover	
	Medical insurance	
Bertagni	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Payment in kind	
	Life insurance	
Boost Nutrition	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
Ebro Foods	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Reimbursement children's education expenses	
Ebro India	Reimbursement medical expenses	All employees
	Parental leave	
	Pension fund	
	Life insurance	
Garofalo	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Geovita	Life insurance	All employees
	Medical insurance	
	Food Healthcare Fund	
	Parental leave	
Herba Bangkok	Pension fund	All employees
	Disability/invalidity cover	
	Life insurance	
	Medical insurance	
	Social welfare	

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Herba Ingredients	Parental leave	All employees
	Pension fund	
	Life insurance	
	Medical insurance	
Herba Ricemills	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Life insurance	
La Loma Alimentos	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Ebro Foods Netherland BV (Lassie)	Life insurance	All employees
	Medical insurance	
	Parental leave	
	Disability/invalidity cover	
Lustucru	Pension fund	All employees
	Life insurance	
	Medical insurance	
	Disability/invalidity cover	
Mundi Riso	Parental leave	All employees
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Mundi Riz	Medical insurance	All employees
	Welfare Bit	
	Parental leave	
	Disability/invalidity cover	
Riviana Foods Canada	Medical insurance	Full-time employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
Riviana Foods USA	Life insurance	Full-time employees
	Medical insurance	
	Disability/invalidity cover	
	Parental leave	
	Pension fund	All employees

COMPANY	WELFARE BENEFITS	TYPE OF EMPLOYEE
Roland Monterrát	Shares	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
S&B Herba Foods	Medical insurance	All employees
	Parental leave	
	Disability/invalidity cover	
	Pension fund	
	Life insurance	
Tilda	Medical insurance	All employees
	Parental leave	
	Meal vouchers	
	Medical grants	
	Life insurance	Full-time employees
Transimpex	Medical insurance	
	Parental leave	All employees

NB: "All employees" includes both full-time and part-time employees.

WORK-LIFE BALANCE

The Group continues to seek ways of improving its employees' work-life balance, developing measures that give them greater flexibility to cope with their personal circumstances, such as parental leave or compassionate leave (to look after sick relatives, childcare, etc.).

One of the measures contemplated in the Sustainability Plan **HEADING FOR 2030** in this regard is the progressive introduction of homeworking in the jobs in which this is possible. Although flexibility is already available for specific days in practically all our companies to enable employees to cope with certain needs, the Group aims to progressively implement homeworking as a regulated procedure.

Owing to the extraordinary circumstances deriving from the pandemic, homeworking has been the norm during the year to guarantee the safety of our office staff and their families.

Regardless of the exceptional nature of this year, some of the Group companies have continued advancing in the implementation of a regulated homeworking procedure.

EMPLOYEES HOMEWORKING WITH A REGULATED PROCEDURE

PROFESSIONAL CATEGORY	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	51	28	79	29	29	58
Technical staff & middle management	107	86	193	43	59	102
Administrative & auxiliary staff	88	113	201	24	57	81
Factory employees	2	1	3	1	0	1
Others	0	0	0	0	0	0
TOTAL EMPLOYEES HOMEWORKING	248	228	476	97	145	242

PARENTAL LEAVE

	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Entitled to leave	77	77	154	78	75	153
Took leave	76	77	153	76	75	151

	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Employees who took leave / employees entitled to leave (%)	98.70%	100.00%	99.35%	97.44%	100.00%	98.69%

During 2021, Ebro Foods published a digital disconnection protocol for its employees. Similarly, the French companies in the Group have implemented work disconnection policies for all their employees.

C. Health and safety

All the Group companies and their respective plants have occupational hazard prevention and management systems in place. This system is implemented using both internal resources and external firms. In addition, 88.2% of the workforce is represented on the Health and Safety Committees in the different companies (previous year 87.5%).

Health and safety aspects covered in formal agreements with unions

The health and safety aspects covered by formal agreements with unions are:

- **Global agreements:** in accordance with ILO principles, organisational structures for problem-solving, commitments regarding target performance or the level of practice to apply.
- **Local agreements:** personal protection equipment, mixed health and safety committees, participation of workers' representatives in health and safety audits, inspections and investigations, training and education and right to refuse unsafe work.

In addition to the investments made regularly in our companies for the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations, additional efforts have been made this year to develop protective measures against COVID-19.

INVESTMENT, HOURS' TRAINING AND COST OF TRAINING IN OCCUPATIONAL HAZARD PREVENTION

	2021	2020
Investment	2,981,877.70	2,262,154.60
Hours training	19,277.75	17,619.75
Cost training	382,678.84	456,848.73

The Group companies invest in the purchase of personal protection equipment, machinery protection, regular inspections of safety equipment, first aid training and materials and medical examinations. In addition, during the past year we continued investing in protective measures against COVID-19.

WORKPLACE SAFETY

All our employees are covered by occupational hazard prevention measures, provided with both internal resources and through external firms.

The following figures correspond to employees on the Group's payroll:

	2021		2020	
	MEN	WOMEN	MEN	WOMEN
No. lost-day injuries	107	35	128	31
Frequency rate	17.76	16.01	21.38	12.52
Severity rate	0.67	0.85	0.63	0.49
No. employees with occupational disease	2	3	4	11

NB:

- (i) The rates were calculated using the following formulas:
- Frequency rate = (total no. lost time injuries/total no. hours worked) x1000000
 - Severity rate = (no. lost days due to injury/total no. hours worked) x1000
- (ii) Occupational disease is work-related ill health.

There are no jobs within the Group with a high risk of occupational disease.

There were no work-related fatalities within the Group in 2021.

D. Labour Relations

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

64.3% of the employees of the Ebro Group are covered by the collective bargaining agreements of their respective business areas or another kind of collective agreement, compared with 66% in the previous year.

The remainder are top executives of the Ebro Group, the professionals of the North American and Anglo Saxon companies (since these agreements have not been used there for over 20 years), those of Herba Bangkok, Herba Cambodia, Mundiriz, Agromeruan and Ebro India, where they are not used either, and those of Riceland Magyarorzag, since they have fewer employees than the number required by law for these collective agreements. In those cases, all the professionals are protected by the national labour laws in place in their respective countries, their respective personnel policies and the guidelines of the Ebro Group's Code of Conduct. External ethical audits are conducted regularly in all of them.

NUMBER OF STRIKE HOURS BY GROUP EMPLOYEES

	AGROMERUAN	LUSTUCRU
Hours	800	35

Nota: The reasons for the strikes are indicated below:

Agromeruan: Change of management, which led to protests and stoppages.

Lustucru: Pension reform by the French government and annual pay rise

E. Training

One of the main goals of the Ebro Group in respect of human resources is to encourage employees to improve their skills and abilities, offering training to give them the technical qualifications they need to perform their duties while fostering the enhancement of attitudes and skills for their professional and personal development. This commitment is set out in section IV, point 11 of the Group's Code of Conduct.

During 2021, 120,322 hours of training were given, 8% hours of training were given, with the participation of 69% of our employees.

	2021	2020
Cost	€2,082,303	€1,214,616
Hours	120,322	111,368
No. employees	3,663	3,299
% OF TOTAL EMPLOYEES	69.04%	63.31%

TOTAL NO. OF EMPLOYEES WHO HAVE RECEIVED TRAINING, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	140	59	199	127	63	190
Technical staff & middle management	395	279	674	412	203	615
Administrative & auxiliary staff	251	237	488	251	266	517
Factory employees	1,710	561	2,271	1,525	416	1,941
Others	20	11	31	19	17	36
TOTAL EMPLOYEES	2,516	1,147	3,663	2,334	965	3,299

TOTAL HOURS TRAINING OF OUR EMPLOYEES BY PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Executives	1,716	1,030	1,428	790
Technical staff & middle management	11,476	4,490	7,510	3,547
Administrative & auxiliary staff	3,189	3,152	3,058	2,919
Factory employees	71,069	23,837	70,234	21,566
Others	214	150	104	211
TOTAL HOURS TRAINING	87,664	32,658	82,335	29,033

AVERAGE HOURS TRAINING OF EMPLOYEES, BY GENDER AND PROFESSIONAL CATEGORY

PROFESSIONAL CATEGORY	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Executives	8.76	14.31	6.93	9.19
Technical staff & middle management	19.22	14.34	13.65	11.75
Administrative & auxiliary staff	8.37	7.30	8.26	6.90
Factory employees	28.66	31.04	29.66	29.83
Others	5.22	5.75	0.80	3.98
AVERAGE HOURS	23.72	20.27	22.72	18.29

NB: The principal subject areas on which training has been given are: languages, office, quality, health and safety at work, occupational hazard prevention, information technologies, development of commercial and marketing skills, environment, corrective and preventive maintenance, gender equality, handling of food, etc.

F. Equality

The Ebro Foods Code of Conduct specifies in section IV, point 9.5 that the Group promotes and upholds the principle of equal treatment and equal opportunities for all its professionals, regardless of their race, colour, nationality, ethnic origin, religion, gender, political or sexual inclination, civil status, age, disability or family responsibilities, as a principle behind all human resources policies and applicable in the recruitment of professionals, training, career opportunities, pay levels and all other aspects of relationships with professionals.

In addition and even though some of the companies in the Group have their own equality plans or guidelines, work began in 2021 on drafting the Equality Plan of the parent company, Ebro Foods, S.A.

DIVERSITY IN GOVERNING BODIES AND WORKFORCE

DIVERSITY BOARD OF DIRECTORS	2021		2020	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL
Men	8	57.14%	9	64.29%
Women	6	42.86%	5	35.71%

DIVERSITY EMPLOYEES	2021		2020	
	Nº EMPLEADOS	% S/TOTAL EMPLEADOS	Nº EMPLEADOS	% S/TOTAL EMPLEADOS
Men	3,695	69.64%	3,624	69.55%
Women	1,611	30.36%	1,587	30.45%
TOTAL EMPLOYEES	5,306		5,211	

EMPLOYEES WITH DIFFERENT ABILITIES

2021		2020	
MEN	WOMEN	MEN	WOMEN
69	33	68	36

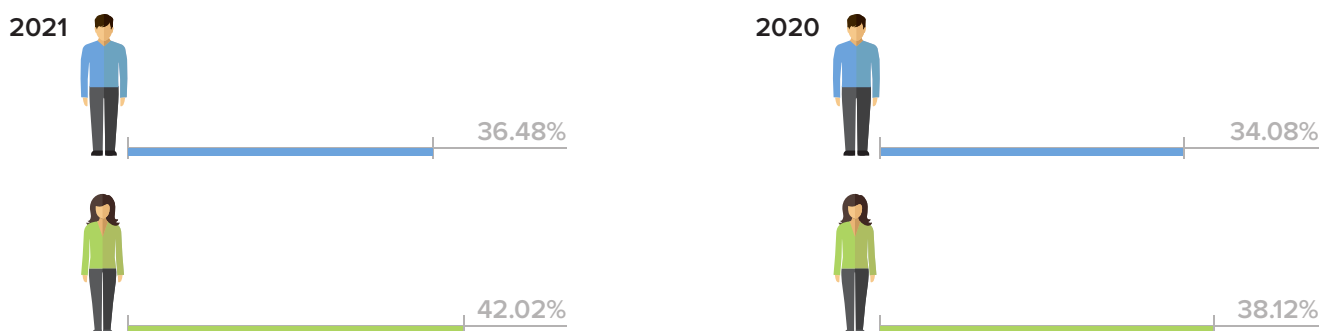
During 2021, several actions were taken in Spain to promote the socio-occupational integration of persons with different abilities, through the contracting of certain services with special employment centres (CEE).

CENTRE	SERVICES	AMOUNT
C.E.E. CADEMADRID	Printing	2,110 €
C.E.E. INSERCIÓN PERSONAL DISCAPACITADOS " IPD"	Cleaning head office in Madrid	99,260 €
TOTAL		101,371 €

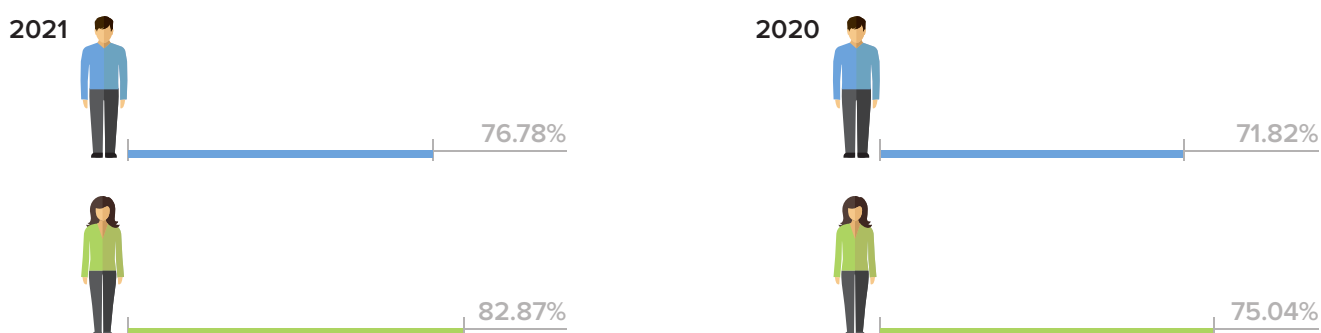
With regard to the universal accessibility and integration of persons with different abilities in physical environments, some Group companies have already made the necessary adaptations to eliminate architectural barriers.

EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

% Employees with assessment and remuneration/Total employees by gender



% Employees with assessment-based variable remuneration



EMPLOYEES WHO HAVE RECEIVED ASSESSMENT				EMPLOYEES WITH ASSESSMENT-BASED VARIABLE REMUNERATION			
2021		2020		2021		2020	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
1,348	677	1,235	605	1,035	561	887	454

30% of the employees of the different companies in the Ebro Group are included in a variable remuneration scheme which links the variable part of their annual salary to a number of collective (of the Ebro Group overall and the different business units) and job-specific objectives.

In addition, several employees of the Ebro Group in Spain benefit from the payment-in-kind programme, whereby taxation of their salaries can be optimised through the receipt of certain benefits, such as medical insurance, company car, computers or nursery service.

This remuneration policy includes the Ebro Foods, S.A. share delivery scheme, which is established for all employees of the Ebro Group with tax residence in Spain, both the parent and its Spanish subsidiaries. Participation in the scheme is voluntary and charged against employees' variable remuneration, or fixed remuneration, as the case may be. Under current tax laws, any employees who so wish may receive up to 12,000 euros in Ebro Foods, S.A. shares without considering them remuneration for the purpose of personal income tax. During 2021, 70 employees of different Ebro Group received shares in Ebro Foods, S.A. for an overall sum of EUR 614,924.

Ratio of the entry level wage paid by the Group to its employees compared to the local minimum wage stipulated by law

SIGNIFICANT BUSINESS UNITS	RATIO
Herba Ricemills (Spain)	1.3
Lustucru (France)	1
Riviana (USA)	2.1

BUSINESS UNITS IN DEVELOPING COUNTRIES	RATIO
Ebro India (India)	1
Mundi Riz (Morocco)	1

NB. This ratio was calculated by dividing the entry level wage in each of the Ebro Group companies by the legal minimum wage.

Percentage of senior management hired from the local community

SIGNIFICANT BUSINESS UNITS	NATIONAL EXECUTIVES
Herba Ricemills (Spain)	89%
Lustucru (France)	97%
Riviana (USA)	79%

BUSINESS UNITS IN DEVELOPING COUNTRIES	NATIONAL EXECUTIVES
Ebro India (India)	83%
Mundi Riz (Morocco)	100%

REMUNERATIONS

The basic salary is identical for men and women in all the companies of the Ebro Group.

Average remuneration by professional category

PROFESSIONAL CATEGORY	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Executives	106,009	80,985	100,406	83,098
Technical staff & middle management	49,628	50,320	52,128	47,061
Administrative & auxiliary staff	43,933	37,501	40,178	37,024
Factory employees	28,086	25,003	29,033	26,612
Others	22,828	22,631	21,972	16,008

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each category.
The gross salary includes the sum of the basic salary plus bonuses, such as seniority, cash bonuses and bonuses in kind (e.g. shares), overtime and any other work-related benefit, such as transport, housing benefits, child benefits, etc.

Average remuneration by age group

2021			2020		
<= 30	30 - 50	>= 50	<= 30	30 - 50	>= 50
30,196	50,014	59,868	29,916	48,456	57,685

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees (men and women) in each age group.

Average remuneration by gender and pay gap

2021			2020		
MEN	WOMEN	PAY GAP	MEN	WOMEN	PAY GAP
50,097	43,288	0.14	48,743	41,961	0.14

NB:

- (i) The calculation of this average remuneration is based on the average annual gross salaries of the employees, which include the basic salary plus bonuses, such as seniority, cash bonuses and any other welfare benefit.
- (ii) The pay gap was calculated using the following formula: $(\text{average remuneration men} - \text{average remuneration women}) / \text{average remuneration men}$.

Average remuneration of directors, by gender

(000€)	2021		2020	
	MEN	WOMEN	MEN	WOMEN
Average remuneration directors	267	172	251	183

* **NB:** The 2021 remuneration of directors for their duties as such was taken, excluding the remuneration received by the Executive Chairman for his executive duties. The Chairman is the only executive director who performs executive duties and receives remuneration for them. The directors' remuneration for their duties as such is stated individually for each one in the Annual Report on Directors' Remuneration 2021, published on the website of the CNMV (www.cnmv.es) and the corporate website (www.ebrofoods.es). The remuneration of directors for their duties as such is established with no consideration for the gender of the person holding office.